

**MEMORANDUM OF UNDERSTANDING
PURSUANT TO HOUSE BILL 04-1451**

This Agreement is made by and between the **Denver County, Department of Human / Social Services** ("Social Services"), located at 1200 Federal Blvd. Denver Colorado 80204; **2nd Judicial District Denver Juvenile Probation Department** ("Probation"), located at 303 West Colfax Avenue, Dept. 1401, Denver, CO. 80204 and the **2nd Judicial District Juvenile Court**, located at 520 W. Colfax, Room 125, Denver, CO. 80204; the **Denver Health And Hospital Authority** ("Health"), located at 777 Bannock St. Denver CO 80204, the **Denver Public Schools** (School district No. 1), located at 900 Grant St., Denver, CO 80203; the **Mental Health Center of Denver**, ("Mental Health") a non-profit corporation whose principal place of business is located at 4141 E. Dickenson Place Denver Colorado 80222 and 1405 North Federal; Behavioral Health Organization (BHO), **Colorado Access/Access Behavioral Care** located at 10065 E. Harvard Ave., Suite 600, Denver Colorado 80231; the **Division of Youth Corrections** ("DYC"), located at 4120 S. Julian Way Denver Colorado 80236; Designated Managed Service Organization ("MSO") for the provision of treatment services for alcohol and drug abuse pursuant to section 25-1-206.5, C.R.S. **Signal Behavioral Health Network** ("Signal") located at 455 Sherman, Suite 455, Denver, CO 80203; **Denver Domestic Violence Coordinating Council** (Community Domestic Abuse Program) located at PO Box 40041 Denver, CO 80204.

In addition to mandated partners, other partners of the Denver Collaborative Partnership (DCP) that have voluntarily entered into the Agreement include: Family/Community Partner - Ron Allen/Community Collaborative Partnership Center Denver, located at: 4605 Paris Street Denver, CO 80239 ; and a Youth Partner - Tamisha Macklin.

Each signatory to this agreement is referred to as a "Party", and collectively as "Parties".

WHEREAS, the Colorado General Assembly has determined that a collaborative approach to the delivery of services to children and families may lead to the provision of more appropriate and effective delivery of services; and

WHEREAS, the Colorado General Assembly has determined that such collaboration may ultimately allow the agencies providing treatment and services to provide appropriate services to children and families within existing consolidated resources; and

WHEREAS, the Colorado General Assembly has determined that it is in the best interests of the State of Colorado to establish a collaborative management of multi-agency services provided to children and families; and

WHEREAS, Colorado revised statutes, Section 24-1.9-101, et.seq. authorizes the county department of social services to enter memoranda of understanding with specific agencies for the purpose of promoting a collaborative system of local-level Interagency Oversight Groups ("IOG") and individualized service and support teams ("ISST's") to coordinate and manage the provision of services to children and families who would benefit from integrated multi-agency services; and

WHEREAS, the undersigned desire to enter into an agreement for the collaboration of services to families and children who would benefit from integrated multi-agency services; and

WHEREAS, the undersigned agencies include all of the agencies required by statute;

NOW THEREFORE, in consideration of the premises and mutual promises and covenants herein contained, the Parties agree as follows:

The Agreement. This Memorandum of Understanding ("MOU" or "Agreement") is contained in this writing, which consists of 30 pages plus 4 Attachments, totaling 46 pages.

Term of the Agreement. This MOU shall be effective beginning July 1, 2011 and shall expire June 30, 2012.

I. Renewal of MOU. The Parties may renew this MOU annually subject to mutual agreement. Each Party reserves the right to elect not to renew the MOU after expiration of the current term. If any Party intends not to renew the MOU, it should give notice of such intent at least thirty (30) days prior to expiration of the Agreement.

II. Population to be Served. The persons who will be recipients of services under this MOU shall be "children and families who would benefit from integrated multi-agency services", ("Recipients"). This population of persons is defined as follows:

Children (ages birth-21) and families of children who are involved, or need involvement, with multiple systems or agencies that:

1. Have complex needs. Complex needs include, but are not limited to: the need for substantial services and

- supports to address the areas of developmental, physical and mental health, including co-occurring issues; substance abuse; high risk and/or criminal behaviors; truancy; homelessness; domestic violence; and abuse/neglect; family preservation; victimization;
2. Limit a child's independence and functioning and may impede a child's ability to participate in daily activities at home, school or in the community; and
 3. Where interagency collaboration will improve outcomes of services addressing the areas defined above.
 4. Youth who are at risk for commitment (DYC), out-of-home placement (DHS), or psychiatric hospitalization and have substantive involvement, or need involvement, with two or more participating agencies, where interagency collaboration will improve outcomes.

Services are targeted towards children, families and the community of Denver County. We estimate that approximately 2800 youth and their families will be served through the Denver Collaborative Partnership's staffing initiatives. These include our three staffing teams (listed in detail in section VI of this MOU) which will facilitate identifying, recommending and approving appropriate services to meet the needs of the youth and families, as outlined above, in the most efficient and effective manner while considering best interest of child, community safety, least restrictive environment, and resources available.

Year Seven Goals

1. Continue to pursue family/youth participation .
2. Maintain a strong and sustainable infrastructure.
3. Ensure better coordination of services for children and families.
4. Continue to identify gaps in services, as well as projects and service integration opportunities for the IOG to address.
5. Develop policies and procedures that ensure better outcomes for families served.
6. Identify reinvestment opportunities.
7. Identify, gather and track data necessary for evaluation.
8. Continue integrated staffing processes for effective case planning purposes and delivering recommendations to the Juvenile Court.

9. Continue to refine additional integrated staffing processes, and pursue multi-disciplinary specialized teams to better utilize community-based providers at initial case planning points, to minimize penetration of multiple systems, and to continue to collaboratively and appropriately utilize the least restrictive levels of care and maintain community safety.

III. Services and Funding Sources. The Parties agree, subject to available funds, to provide the following specific services and hereby identify the following funding sources for the provision of such services. Contributions may include but are not limited to: collaborative grant applications and use of grant funds, staff time, staff dedicated to or hired for Collaborative Management projects, braided or blended funding streams, contribution of supplies or physical space dedicated to Collaborative Management projects and shared access to consulting or other services.

A. Social Services.

Denver Human Services will be responsible for:

- Active participation in the IOG as a voting member
- Support of the DCP and the integrated recommendation staffings by contributing:
 - Active participation in the individual staffings conducted for children and families of the target population (ISST's)
 - Ongoing technical assistance and data support for outcomes reporting/data sharing pertaining to ISST's, Minority Over-Representation (MOR), and Crossover Youth Practice Model (CYPM) project.
 - Contribution of \$10,000 from block funding to support maintaining DCP infrastructure and operating
 - Ongoing support of System of Care practice and philosophy
 - Financial support for DDHS/Juvenile Court liaison position

which will be funded from the following sources: In-kind services including staff time dedicated to the development, planning, and ongoing coordination process. We estimate the cost of in-kind services to be approximately \$25,000: \$6,500 for participation in the DCP IOG, \$2,500 for technical support, and approximately \$17,000 for participation in staffings for referred children and adolescents. The amount contributed (in-kind) by DDHS for Team Decision Making is approximately \$489,065 (for 6 TDM facilitators and 1 supervisor and operating).

Collaborative initiatives that DHS manages and contributes to the partnership as resources permit:

- Continued commitment to facilitate Team Decision Making model for family-centered case planning and placement decision for youth that includes community and partnering agencies.
- Continued support of Community Engagement values and community partnerships as an integral resource to Denver children and families.
- Continued commitment to and support of liaison to Truancy Court, which works in partnership with DPS, Safe City, DCP, Courts, etc.
- Continued commitment to and support of liaison to Delinquency Court, which works in partnership with Probation, SB94, Courts, District Attorney's office, NYC, the CYPM, and others to assist in coordination of services for youth involved in DHS and Juvenile Justice systems.
- Implementation of the Connections for Kids Clinic and Medical Passport program for youth in the custody of DHS in collaboration with DHHA.
- Continued participation in Best Practice Court.
- Sharing data collection with partnering agencies for educational and decision-making purposes.
- DHS will continue to provide the full array of in-home and out-of-home services to youth and families that meet criteria.
- Continued participation and support of Crossover Youth Practice Model project with Georgetown University & Center for Juvenile Justice Reform

B. Probation.

Denver Juvenile Probation (DJP) will be responsible for:

- Active participation in the IOG as a voting member
- Support of the integrated recommendation staffings by contributing:
 - Probation staff, including our TASC programs staff, on an as-needed basis for the staffing of appropriate cases through DCP, ARCH and PSB-RT.
 - Funding in the amount of up to \$20,000 to blend with other funding sources in order to support plans for youth and their families identified by the ISST's.
 - Denver Juvenile Probation staff who will share information in the staffing of cases to simplify problem solving and streamline case plans.

- Ongoing support of System of Care practice and philosophy.

which will be funded from the following sources: Offender Services dollars of up to \$20,000 will be contributed to the blending or braiding of funds towards direct services to youth and families. In-kind services including staff time dedicated to the development, planning, and ongoing coordination process. It is estimated that the cost of in-kind services to be approximately \$27,768 based on supervisor participation in the DCP staffings for referred youth, and \$8,190 for the Chief participation in the IOG. Additionally, approximately \$28,500 for office space and copying for the DCP Director and Administrative Coordinator. Although Denver Juvenile Probation cannot guarantee additional monies will be available in future years, every attempt will be made to support the DCP infrastructure and the collaborative as budget allocations allow.

Collaborative initiatives that Probation manages and contributes to the partnership as resources permit:

- Continued commitment to participate in a multi-disciplinary approach to Youth Development Court through Probation Officer time, supervision, TASC staff and resources.
- Implementation of collaborative process with NYC, SB94, DHS, and others for the effective management of the detention bed cap and facilitation of case planning for detained youth.
- Probation participation in TDM staffings when appropriate.
- Contributions to TASC for coordinated drug/alcohol services and FFT.
- Continued participation and support of Crossover Youth Practice Model with Georgetown University & Center for Juvenile Justice Reform

C. Judicial

The 2nd Judicial District Juvenile Court will be responsible for:

- Active participation in the IOG as a voting member
- Support of the integrated recommendation staffings by contributing:
 - Guidance, feedback and advocacy for assuring the ISST's meet the needs of the judges and are recognized as a resource by the juvenile court

- Technical support by Court Clerk staff in providing outcome information to the DCP Director regarding the disposition of cases and sentencing orders through Eclipse/ICON, and other data collections needs as identified.
- Ongoing support of System of Care practice and philosophy.

which will be funded from the following sources: In-kind services including staff time dedicated to the development, planning, and ongoing coordination process. We estimate the cost of in-kind services to be approximately \$3,000 for participation in the DCP IOG and staff time researching outcomes for the ISST's.

Collaborative initiatives that Denver Juvenile Court manages and contributes to the partnership as resources permit:

- Continued commitment to participate in a multi-disciplinary approach to Youth Development Court through Magistrate and docket time.
- Continued leadership around the Model Court/Best Practice Court program and outcomes.
- Participation in the Creative Options Committee dedicated to providing services and problem-solving around Truancy Court issues.
- Active participation in the Senate Bill 94 collaboration.
- Continued participation and support of Crossover Youth Practice Model with Georgetown University & Center for Juvenile Justice Reform

D. Health

Denver Health and Hospital Authority will be responsible for in kind services through the following:

- Active participation in the IOG as a voting member
- Support of the integrated recommendation staffings by contributing:
 - Support of the integrated staffing and support teams including participation in the individual staffings conducted for the children and families of the target population, or consultation, when appropriate.
 - Ongoing support of System of Care practice and philosophy, and Crossover Youth initiative

which will be funded from the following sources: in-kind services to be approximately \$3,000 for participation in the DCP IOG and staff time from the legal department for review of MOU.

E. School District

Denver Public Schools will be responsible for:

- Active participation in the IOG as a voting member
- Contribution of \$10,000 towards the infrastructure of the DCP
- Support of the integrated recommendation staffings by contributing:
 - DPS staff to participate in the individual staffings conducted for children and families of the target population as well as technical support for data collection.
 - Ongoing support of System of Care practice and philosophy
- Coordination of the following services as appropriate:
 - Academic and behavior intervention
 - Review of Individual Education Plans
 - Review of a student's academic placement and least restrictive educational environments
 - Follow up and coordination of appropriate school referrals by the DPS representative for youth as recommended by the DCP staffing groups.

which will be funded from the following sources: In-kind services including staff time dedicated to the development, planning, and ongoing coordination process. We estimate the total contribution of in-kind services to be \$36,000. \$7,000 for participation in the DCP IOG, approximately \$24,800 for participation in staffings for referred children and adolescents, and \$5,000 in office support and other administrative supports.

Collaborative initiatives that Denver Public Schools manages and contributes to the partnership as resources permit:

- Participation in Creative Options Committee for Truancy Court efforts.
- Mayor's Crime Commission initiatives
- Gang Prevention initiatives
- Attendance Mediation Workshop initiatives
- Participation in Crossover Youth Practice Model project
- Child protection social worker collaboration with DDHS

F. Mental Health

Mental Health Center of Denver (MHCD) will be responsible for:

- Active participation in the IOG as a voting member
- Support of the integrated recommendation staffings by contributing:
 - Participation in interagency staffing processes as resources permit.
 - Ongoing support of System of Care practice and philosophy & participation in Crossover Youth Practice Model initiatives
- Coordination of the following Mental Health services as appropriate:
 - Assessment, psychiatric evaluation and medication management, in conjunction with individual and family counseling
 - Trauma Focused Cognitive Behavioral Therapy for children and adolescents
 - Parenting Education
 - Skills Training for Adolescents such as anger management, social skills training
 - Services to Support At-Risk Adolescents and Their Families
 - Services to deaf and hard of hearing and developmentally disabled clients as expertise and resources allow
 - Early Childhood Intervention
 - Pilot case management services at Gilliam Youth Services Center for MHCD clients to coordinate transitions back to community.
 - Service Coordination
 - Home-based services

which will be funded from the following sources: Funding for MHCD's services and involvement comes from a combination of Medicaid, State General Fund, Core Services, grants and fees. In-kind services including staff time dedicated to the development, planning, and ongoing coordination process. In-kind services will include MHCD staff time dedicated to the development, planning, and ongoing coordination processes as well as participation in the individual child and family staffings. We estimate the cost of in-kind services to be approximately \$1,920.00 for participation in the DCP IOG, and approximately \$27,800.00 for participation in staffings for referred children and adolescents

G. **Behavioral Health Organization**

Colorado Access/Access Behavioral Care will be responsible for:

- Active participation in the IOG as a voting member
- Support of the integrated recommendation staffings by contributing:
 - Consulting resources available for the interagency staffing process as necessary for youth that have complex clinical needs and are Medicaid or CHP+ eligible.
 - Ongoing support of System of Care practice and philosophy & Crossover Youth initiative.
- Coordination of the following services as appropriate:
 - The provision of Denver BHO Medicaid and Colorado Access CHP+ covered behavioral health services for youth and families with special emphasis on coordinating those services with other agencies involved in the MOU.

which will be funded from the following sources: Funding for Medicaid-covered behavioral health services will derive from BHO capitation payments. Colorado Access CHP+ HMO and Colorado Access CHP+ State Managed Care Network (SMCN) covered behavioral health services will derive from state-funded child health plans for those children who are enrolled in the Colorado Access CHP+ HMO or SMCN plans.

ABC receives its funding for Medicaid mental health services through the Colorado Medicaid Community Mental Health Services Program under contract with the Department of Health Care Policy and Financing. These funds are restricted to the purchase of medically necessary mental health services for individuals who are eligible for Medicaid and members of ABC's health plan in Denver.

Colorado Access receives funding for children and youth enrolled in the Colorado CHP+ HMO and SMCN under contract with the Department of Health Care Policy and Financing. These funds are restricted to the purchase of medically necessary mental health services for individuals who are enrolled in the Colorado Access CHP+ HMO or SMCN.

Colorado Access and ABC are committed to providing these services, as determined to be medically necessary, to all eligible Members that include the children and youth population identified in this MOU.

H. **The Central Region Division of Youth Corrections (incorporating SB94) will be responsible for:**

- Active participation in the IOG as a voting member
- Support of the integrated recommendations staffings by contributing:
- Supporting implementation of the Denver Collaborative Partnership within the framework of the Collaborative Management Program.
- Participating in the Denver County program as a service provider.
- Participating in family and child centered case planning within Individual Service and Support Teams, as necessary.
- Sharing data within the legal constraints as defined by statute.
- Analyzing and mitigating service gaps and overlaps.
- Encouraging enhanced communication and collaboration among community agencies and initiatives to include SB-94 and HB 04-1451.
- Actively participating in the Denver County Interagency Oversight Group as a voting member.

- **2nd Judicial SB-94** will coordinate the following services where appropriate:
 - Continuing to be involved in the collaborative management of SB 94 services and resources at the local level.
 - Active participation in the IOG planning.
 - Active involvement by SB-94 Coordinator in staffing teams and sharing expertise to provide for higher quality assessments and case plans for referred youth.
 - Partial funding of the DCP in the amount of \$15,000 if funds are available at the same level after the state budget is finalized.

which will be funded from the following sources: Funding for the above activities shall be from DYC Personnel Budget in the form of In-Kind, based on approximate time participation for Central Region Director; Assistant Director; Supervisors and Client Managers as needed. The estimate of annual in-kind totals \$15,000. DYC will also provide meeting space at the Gilliam Youth Services Center for weekly multidisciplinary staffings (approximately \$5,000 in-kind contribution) and staff time for the facility social worker to attend the staffings.

SB94 will provide up to \$15,000 (unless budget cuts are implemented) in contribution to DCP infrastructure through flexible

funding and in-kind staffing time by the SB-94 Coordinator for weekly integrated staffings and participation in the IOG meetings which is approximately \$7,570.

Collaborative initiatives that NYC and SB94 manage and contribute to the partnership as resources permit:

- Support for transitional services for youth moving from commitment to community with Community Collaborative Partnership Center sites.
- Detention bed cap management efforts with NYC, SB94, Probation, Courts, and DHS.

I. Managed Service Organization-Signal Behavioral Health Network will be responsible for:

- Active participation in the IOG as a voting member.
- Support of the integrated recommendation staffings by contributing:
 - Consulting resources available for the interagency staffing process as necessary for youth that have complex clinical needs and are eligible for Signal funding.
 - In-kind support through Signal staff and Signal provider staff who may serve on client staffing teams.
 - Commitment to the system of care/wraparound practice and philosophy & participation in Crossover Youth Practice Model initiatives.
- Coordination of the following services as appropriate:
 - The provision of substance abuse treatment services for all Signal eligible funded clients with special emphasis on coordinating those services with other agencies involved in the MOU.

which will be funded from the following sources: : in-kind services to be approximately \$1.500 for participation in the DCP IOG. Signal does provide 2 FTE on-site substance abuse professionals at the Denver Department of Human Services who are funded jointly by Signal and the Department. On-sites may be able to provide in-kind assessment, authorization, referral and technical assistance support. Other funding sources that may be applicable to the youth and family being served include general ADAD/Signal funds and access to various grant programs that Signal may offer from time to time.

J. (OTHER)

Family/Community- Community Collaborative Partnership Center will be responsible for:

- Active participation in the IOG as a voting member.
 - Outreach to other family and consumer advocacy agencies in Denver County to best represent the family and community voice at the IOG meetings and in decision-making.
 - Support to the DCP and Director through consistent communication, information-sharing, training, and resource development.
- Support of the integrated recommendation staffings by contributing:
 - Participation as the family voice and advocate at the integrated staffings when present.
 - Becoming familiar with the Systems of Care initiative, supporting staff training for system of care practice and philosophy when resources allow.
 - Contingent upon the ability to remain involved and availability of funding.
 - Participation in Crossover Youth Practice Model initiatives as able.

which will be funded from the following sources: In-kind services will be inclusive of staff time dedicated to the development, planning, and ongoing coordination process. This estimated in-kind cost/value of the time involved in the participation at the DCP/IOG is \$1,600.

Youth/Family Voice Representative will be responsible for:

- Active participation in the IOG as a voting member.
 - Outreach to other youth and families impacted by the systems represented in order to best represent their voices in IOG meetings around policy and decision-making to improve their experiences.
 - Becoming familiar with the System of Care philosophy.
 - Participation in Crossover Youth Practice Model initiatives.

K. Community Domestic Abuse Program

- Active participation in the IOG as a voting member.
- Support of the integrated recommendation by contributing:
 - Consultation for the interagency staffing process as necessary for youth that have domestic violence treatment needs and/or have victim issues.

- In-kind support through DVCC staff who may serve on client staffing teams if needed.
- Commitment to support the system of care practice and philosophy & the Crossover Youth Practice Model initiatives
- Coordination of the following services as appropriate:
 - The provision of staff training or service recommendations for youth/families with special emphasis on coordinating those services with other agencies involved in the MOU.

which will be funded from the following sources: : in-kind services to be approximately \$1,000 for participation in the DCP IOG and consultation on specific cases.

IV. Oversight group. The Parties agree that there is hereby created an Interagency Oversight Group, "IOG", whose membership shall be comprised of a local representative of each Party to this MOU, each such Party having voting member status.

Membership requirements are:

1. The ability and authority to represent an agency or organization that serves the needs of children and families living within Denver County;
2. The authority to approve the contribution of time, resources, and/or funding to solve problems;
3. Agreement to serve as the single voting representative from your agency, organization or association;
4. Agreement and ability to serve a 1 year term of office as an IOG officer;
5. Ability and commitment to regularly attend meetings;
6. Full and honest engagement in the process;
7. A commitment to problem solving and decision making through a consensus model, realizing that voting is only resorted to under specific circumstances or where intractable conflict emerges;
8. The ability to represent the interests and needs of your agency, organization or association and the populations you serve, while simultaneously viewing services to families and children on a systems-level and understanding the mandates and needs of other partner agencies or organizations;
9. Understanding of and commitment to the vision, values and purpose of the DCP;
10. Agreement to:
 - a. Sign (if a representative of a mandated Party, give consideration to signing if a representative of a voluntary Party) the Collaborative Management Memorandum of Understanding;

- b. Serve as a representative of and comply with the Memorandum of Understanding Pursuant to House Bill 04-1451 and other documents and agreements pertaining to House Bill 1451;
 - c. Review the above mentioned documents on an annual basis and resign or attempt to resolve conflicts or problems that would stand in the way of signing for the next year; and,
11. Agreement to engage in an ethical manner, follow all pertinent local, state and federal laws and to act in best faith.
 12. Agreement to accept and support the HB 1451 State Steering Committee Charter (Attachment 3).

Family Advocate/Community Organizations

It is essential to include a family advocate representative as a voting member of the IOG. However, due to the diversity of organizations and interests represented by the many family advocacy organizations in Denver the IOG requests the consideration of additional factors when nominating and selecting a family advocate representative. Regardless of their individual affiliation, the voting representative for Family Advocate Organizations should:

1. Demonstrate experience with and support of a system of care model;
2. Demonstrate success in previous partnerships;
3. Agree to serve as a point of contact for other family advocacy organizations in Denver County and to reflect the interests of the community to the best of their ability; and,
4. Agree to serve as a representative for a one-year term to allow for diverse representation of Family Advocate Organizations. The Family Advocate Organization represented on the IOG will rotate from year to year, although a representative organization may be re-nominated and reselected for more than a single one-year term.

Officers of the IOG shall be selected by:

As necessary, officers will be nominated by voting members of the IOG. They may nominate themselves or be nominated by a third party.

1. Nominations are brought to the IOG.
2. An officer or officers contact the nominee and assure:
 - a. They are interested in and committed to the position.
 - b. They are aware of all responsibilities involved such as length of term, attendance, duties etc.
 - c. They are an appropriate fit for the IOG in terms of position and authority as well as values and vision.

3. Officers of the IOG approve the nomination through consensus process when possible and through a two-thirds vote in favor in the event consensus cannot be reached.
4. Officers extend an invitation to the nominee to join the IOG as an officer.
5. When the invitation is accepted the new officer is oriented, provided with pertinent background material and matched with a senior officer who can assist the new officer in acclimating and becoming fully involved.

In the event that an officer position is vacant and there are no nominations to fill the position, or the nominee does not accept the invitation to become an officer, members of the IOG will engage in outreach and recruiting to fill the vacant position.

The DCP Director will continue to assist in facilitating the Board meetings and setting the agenda, and the DCP Administrative Coordinator will take minutes.

IOG terms of office:

Terms of office shall be set so terms expire in rotation for the purpose of maintaining consistency. One half of the terms will expire 6 months after the date the Agreement goes into effect. They will then be reinstated as yearlong terms. The second half of the terms will expire 1 year after the date the Agreement goes into effect. After the initial six month period, the terms of office shall all be 1 year expiring on a six month rotation.

Current officers may:

1. Discontinue service at the end of their term.
2. Voluntarily extend their service to the next term with no limits on the number of terms services can be continued.
 - a. After the officer has declared their desire to renew their service, the IOG will confirm the extension by consensus or a two-thirds vote in favor if consensus can not be reached.

Officers are requested to declare their desire to discontinue or extended their term of service 90 days before the expiration of their current term.

If an officer will be discontinuing service in mid-term they are requested to provide the IOG with as much advanced notice as possible. They shall also make best efforts to find and nominate an appropriate replacement from within their current agency or organization to serve as a replacement. In the event of mid-term vacancies due to

extenuating circumstances the IOG will attempt to fill the vacancy within 90 days.

Developing a new seat on the IOG

At times it may be necessary for the IOG to approve the addition of voting parties to the IOG. IOG shall establish a process for identifying and approving additional voting seats as necessary during year one.

Procedures for resolving disputes by a majority vote of those members authorized to vote are:

In the event consensus cannot be reached parties will:

1. Clarify the issue that will be voted on including wording and what actions will be taken if the issue passes or fails.
2. Distribute the above information via email to all members of the IOG including an announcement that the issue will be voted on at the next IOG meeting.
3. Accept absentee votes of IOG members.
 - a. IOG members who are not able to attend a meeting where a vote will occur may:
 - i. Email their vote and comments to an IOG member prior to the meeting in which the vote will be held. The vote and comments of the absentee Party will be reported and recorded at the meeting.
 - ii. Send a representative to vote.
 - iii. Abstain from voting on the issue.
4. The current facilitator calls a vote at the next IOG meeting.
5. Record the reason for a vote being called, issue being voted on, count and result.

A motion passes if it receives a majority of votes in favor, including a simple majority in the event of a quorum, unless otherwise noted in the Agreement.

A quorum is one-half of the IOG members either in attendance or voting in absentee or by proxy.

Any voting of the IOG shall not compel the specific action or expenditure of any agency if that agency determines it is contrary to their mandates, contract provisions, applicable regulation or statute, availability of funds, or best interest.

In the event that the IOG identifies a need for a subcommittee group, the following process shall be followed for creation of such subcommittee:

1. Determine the need, purpose, scope of work, and duration of the subcommittee.
2. Develop a list of necessary or desired members based on needs, qualifications and availability.
3. Invite or appoint representatives to the subcommittee.
4. Provide the subcommittee with clear guidelines as to their purpose, authority, desired outcomes and timeline.
5. Oversee and support the subcommittee.
 - a. Whenever possible one or more members of the IOG will sit on the subcommittee to provide consistency, guidance and oversight for the subcommittee, as well as a clear channel of communication between the subcommittee and the DCP.
 - b. In the event that it is not appropriate or possible for IOG member(s) to sit on the subcommittee a specific member will be appointed as a liaison and point of contact between the subcommittee and the IOG.
6. Dissolve the subcommittee at any point the IOG determines to be appropriate.
 - a. The subcommittee may also request to be dissolved. The request is brought to the IOG and they may determine appropriate course of action.

Additional non-voting members:

The IOG may elect to invite additional non-voting members into the process as necessary. Member(s) of the IOG will:

1. Identify the additional Party; the reason the Party should be invited; the role the Party is expected to play and capacity in which the Party is invited to join; and an appropriate representative from the Party.
2. Bring the motion to the IOG.
3. Upon IOG approval, the member(s) extending the invitation are responsible for inviting and providing orientation for the representative of the additional Party.

V. Collaborative Management Processes. The IOG shall establish a collaborative management process to be utilized by individualized service and support teams described below. The collaborative management process shall address risk-sharing, resource-pooling, performance expectations, outcome-monitoring, and staff training in order to do the following:

- A. Reduce duplication and eliminate fragmentation of services provided to Recipients;
- B. Increase the quality, appropriateness, and effectiveness of services delivered to Recipients, to achieve better outcomes; and
- C. Encourage cost sharing among service providers.

Collaborative Management Process for the Integrated Recommendations Project:

Risk-sharing:

The IOG shall decide collectively on the division and investment of specific funds related to Collaborative Management or shared risks in the case of losses.

Reduce duplication and eliminate fragmentation of services provided to recipients:

- Regular meetings for improved communication and identification of duplication.
- Increasing System of Care focus and management in projects the IOG oversees.
- Replace and integrate projects when possible;
 - Incorporate other ongoing collaborative meetings in Denver County into the work of the collaborative management group.

Increase the quality, appropriateness, and effectiveness of services delivered to Recipients, to achieve better outcomes:

- Incorporate staff and client feedback into the evaluative process.
- Data collection and evaluation process integrated into projects.
- Improved service integration and decreased fragmentation as a goal and outcome for all projects.
- Work closely with family advocates to maintain high levels of system of care philosophy and procedures.
- Strive to involve family and community as much as possible to increase buy in and ongoing involvement, build on current strengths and support networks, and address challenges or difficulties that stand as barriers to successful work.
- Use the collective voice of the IOG to influence and assist CBO service providers with providing high-quality, community responsive services.

Encourage cost sharing among service providers:

See "Resource-pooling" below.

Resource-pooling:

The Integrated Recommendations Project

- Seek to reduce any duplication in services or services being provided that are not effective.

- Share the responsibility of providing necessary services to the youth and family between agencies represented at the table as appropriate and feasible.
- Coordinate services provided for maximum effectiveness.
- Allow for creative use of available community support.
- A Director and Administrative Coordinator for the integrated recommendation project has been hired through braided funding and are supported by braided in-kind resources.
- Each individual project undertaken by the IOG will have a different focus and shared resources and contributions will vary based on the focus and the need.
- Within the scope of individual projects there is an expectation that the focus will be on best serving the family and the Denver community. Resources will be contributed in accordance with individual family needs.

On-going review

As part of the evaluation process the IOG will collect and review data on costs and cost savings and also work to identify other ways to share resources and maximize the effectiveness of services provided.

Standing Team Members

- i. Represent the values and intent of the IOG in the Integrated Recommendation project.
- ii. Assist front-line workers in understanding and navigating the process.
- iii. Become specialists on available resources for youth and families and on options for resource sharing and blending.

Standing Team Members are supervised and reviewed by the IOG within the purview of the integrated recommendation projects only. (For explanation of Standing Team see: Section VI)

Staff involved in individual staffings are expected to:

- i. Work with the Director and/or Administrative Coordinator to schedule and prepare for the staffing.
- ii. Attend the staffing.
- iii. Be prepared and bring all necessary information, including ensuring appropriate releases of information are signed and provided to protect the confidential information of the clients.
- iv. Represent the best interest of their client from the perspective of the agency they represent while acknowledging and responding to the mandates and opinions of representatives of other agencies involved in the case.

- v. Offer resources and ideas for intervention, treatment or resolution of problems or gaps in services identified in the staffing, with the goal of providing least restrictive services and keeping the youth with the family and/or in the community whenever appropriate, while also ensuring community safety.
- vi. Work towards a consensus decision at the staffing.
- vii. Assure that their opinion is accurately recorded if they are registering a dissenting opinion at the conclusion of the staffing.
- viii. Represent the decision of the staffing team in court when necessary.
- ix. Provide feedback, including difficulties or concerns, to the Director for the purpose of evaluation and program improvement. Staff involved in individual staffings is supervised in the traditional manner.

The IOG will be kept informed of any strengths or challenges of the process by the Director and will also periodically review selected staffings to assure the effectiveness of the process and address any problems.

Outcome-monitoring:

The IOG will work closely with the state to develop reasonable outcomes tied to each project under the IOG. A formal evaluation plan will be developed and adopted by the IOG

For the Integrated Staffings Projects

Quantitative and qualitative data will be collected from:

- Appropriate databases and records
- Youth participating in staffings and other collaborative projects
- Family and community members participating in staffing
- Staff participating in staffings
- Standing Team Members
- Project Director
- Judges or other representatives of the court
- Quarterly utilization review of the integrated staffing process by the IOG

The seventh year will be dedicated to collecting pertinent data which will evaluate for:

- Cost savings / resource distribution.
- Assessment of current duplication of services.
- Satisfaction of youth and family on both process and outcome.
- Number of youth and families served.
- Types of decisions made in the integrated staffing processes.

Use of data / evaluation

- The process will be both formally and informally reviewed and evaluated.
- Data will inform changes and improvement.
- Data will inform cost effectiveness and overall effectiveness to determine if the process is worth maintaining and/or expanding.
- Data collected in year six will provide support for areas to invest incentive monies to enhance the services to youth and families.

Staff training:

- Staff from partner agencies will be oriented to the project and expectations by the project Director.
- Staff will work with the project Director on individual staffings.
- Staff will be invited to observe integrated staffings (DCP, ARCH - Accessing Resources for Community Help, TDM-Team Decision Making, and PSB-RT – Problem Sexual Behavior Review Team).
- The Standing Teams will also be available to support on-going, on the job training for staff participating in staffings.
- Feedback will be solicited to assure the appropriateness and usefulness of staff training and support programs.
- Ongoing training and implementation of system of care practice and philosophy.

VI. Individualized Service and Support Teams. The IOG is authorized to create individualized service and support teams, (hereinafter “ISST”) to develop a service and support plan and provide services to Recipients.

Development of Individual Service and Support Teams:

1. DCP Integrated Court Staffing Project: This ISST will be comprised of the DCP Director, a standing team of representatives from partner agencies, family advocates, and staff involved in the staffing of individual cases and on occasion a representative from the court who will not be involved in the staffings but is a member of the ISST to provide feedback from the courts. Youth staffed at DCP are generally at high risk for out-of-home placement or NYC, or have complex needs from multi-system involvement. This team will also provide the multi-disciplinary permanency plan recommendation for compliance with HB 06-1255.

1. Maintain and support the DCP Director in promoting the integrated staffing process.
 - a. The Director position and Administrative Coordinator position will be supported by monetary and in-kind

- contributions from partnering agencies and last year's award money.
- b. Under the supervision of the IOG the Director will be responsible for continuing to develop, implement and expand the integrated recommendations process, including streamlining TDM, DCP, ARCH and PSB-RT processes and ensuring that they are complimenting one another.
2. Identify and orient members of standing team.
 - a. Members of the IOG will continue to provide a staff person who will attend all the integrated recommendations staffing. Agencies contributing a standing team member include: DDHS, MHCD, Probation, DPS, DYC, Identified Family/Community Agency, SB94, and ABC, DHHA, Signal, Domestic Abuse Program (as needed).
 - b. Standing committee members will be oriented and attend integrated recommendation staffings. This will help to reduce staffing time, provide support for staff in learning and understanding the process, and provide continuity for the policies, procedures and value base of the integrated recommendation process.
 - c. The effectiveness and necessity of the standing team will be formally evaluated by the IOG yearly. The standing team may be phased out as the staff become more comfortable with the process.
 3. Continue working collaboratively with community and family advocates in the following manner:
 - a. Youth and family involved in the integrated recommendation process will be assessed by the project Director. Based on the assessment and family preference all youth and family will have either a natural support system or a culturally appropriate family advocate present in the staffing.
 - b. Family advocates will help to assure that an appropriate family advocate is available to youth and families involved in the integrated staffings.
 - c. Family advocates will also work to help the Director, other members of the ISST, and the IOG assure that the integrated recommendation staffings are in accordance with the System of Care model.
 4. Orient / train staff in various agencies on the integrated recommendation process.
 - a. Professionals involved in the specific case will attend the staffing as necessary and appropriate.

5. Continue to orient Judges and others in the juvenile justice system (Deputy District Attorneys, Public Defenders, GAL's, ADC, etc.).
 - a. Although representatives from the court will not attend staffings they are an important part of the team. They will be informed about the process and the Director will solicit feedback and provide updates on any changes, expansion or improvements to the integrated recommendations project.

2. Team Decision Making: *Team Decision Making takes place in a meeting that includes family members, their extended family or other support persons, foster parents (if the child is in placement), service providers, other community representatives, the youth (if appropriate), the caseworker of record, the supervisor and, often, other resource staff from DDHS, family advocacy agencies, as well as GAL's, probation officers, school personnel, and other treatment professionals as involved. "Everyone in the meeting is treated with dignity and respect. The meeting is a sharing of all information about the family which relates to the protection of the children and the functioning of the family. The goal is to reach consensus on a decision regarding placement and to make a plan which protects the children and preserves or reunifies the family."

Approach:

1. Meetings are held for ALL placement-related decisions, for ALL families served by the public child welfare agency;
2. Meetings are ALWAYS held before the agency petitions the Court regarding a placement-related issue (i.e. prior to the initial hearing on a removal, prior to court action on a reunification or termination of parental rights decision, etc.)
3. Meetings are facilitated by highly trained and skilled public agency staff, typically former front line social workers, whose primary job is team decision-making facilitation.

Benefits of TDM's:

1. Improves decision-making process by including a variety of professional staff, family, extended family, and community members in the process and gives added support to individual caseworkers and supervisors.
2. It helps the agency develop and sustain more consistent and accountable practices when placement is being considered, helping to assure that only those children who need to be placed

are placed, and ensuring that reasonable efforts to prevent placement are made in every case.

3. It improves internal agency cooperation, communication and teamwork.
4. It helps make the agency's decision-making process more accountable to and understandable by families and the broader community. It helps to develop a specific, individualized intervention plan that has support from a broad-based group, not just the caseworker. It also insures that all relevant parties (family, extended family, agency workers, private providers, community, etc.) know and support the basic components of the plan.
5. It makes a placement decision the responsibility of a larger group within the agency and the community at large. By regularly including the family, extended family, neighborhood advocates, community-based providers, and child welfare staff in the most important decisions regarding the safety of the community's children, team decision-making shares the agency's responsibility to keep children safe with parents, family and the local community.
6. It helps the public child welfare agency avoid being perceived as either child-snatchers or public employees who return children to dangerous and dysfunctional families.
7. It provides an opportunity for new or inexperienced caseworkers to learn from seasoned, skilled facilitators, as they model competent, family-friendly behavior and apply best practice approaches, legal principles, and agency policy to challenging situations.
8. It helps connect parents and families more efficiently and more quickly to accessible local service and supports, facilitating reunification efforts.
9. It helps protect children by developing a specific safety plan for them.
10. It facilitates the development of long-term, community-based safety nets for families at risk by linking families with natural supports within their neighborhoods.

(* as written in the Family to Family Team Decision-making handbook)

3. ARCH Staffing Group: This team is tasked with making recommendations for youth that are just penetrating multiple systems/agencies and assist in appropriate case planning and community-based referrals in order to best intervene with youth earlier in their system involvement. The intent is to involve resources such as

Family to Family, local providers, and home-based services to meet the needs of youth and families prior to entering additional systems, or facing out-of-home placement or commitment to the Division of Youth Corrections. Youth are referred by:

- SB94 upon assessment or indication that additional services might be needed for youth entering the juvenile justice system
- DDHS prior to or upon court-order for investigation of services if there are additional community-based services or school needs that can be expedited or accessed through the representatives on the staffing team
- Probation: when youth are struggling and at-risk of revocation and further system involvement due to non-compliance, truancy, treatment needs, etc. in which ARCH can help eliminate barriers to needed services
- We are also looking at how to coordinate with other metro-area counties in order to collaborate on case plans for youth that are involved with multiple jurisdictions to make thoughtful recommendations for case plans, services, and court orders for them.

5. PSB-RT Staffing team (Problem Sexual Behavior Review team): This team was developed to specifically address the unique needs and challenges that youth with problem sexual behavior present. It is intended to pull together professionals that are specially trained in the area of sexual offending and treatment, as well as community partners that can also assist in creating thorough and safe plans for youth and families through expertise and resource blending. This will be staffed by a cross-section of partner agency representatives as well as service providers.

VII. Authorization to Contribute Resources and Funding. Each Party to this MOU represents that it has the authority to approve the contribution of time, resources, and funding to solve problems identified by the IOG in order to create a seamless, collaborative system of delivering services to Recipients. The resources and funding to be contributed are identified on pages 4-14, Section III.

VIII. Reinvestment of Moneys Saved. The IOG will create a procedure, subject to the approval of the head or director of each Party agency, to allow any monies resulting from waivers granted by the federal government and any state general fund savings realized as a result of the implementation of services provided to children and families who would benefit from multi-agency services and families who

would benefit from multi-agency services. Pursuant to this MOU to be reinvested by the Parties to this agreement in order to provide appropriate services to children and families who would benefit from multi-agency services:

The IOG agrees to reinvest the incentive monies, first for the continuation of the integrated staffing process and staff and secondly, depending on the award amount, promoting program development of identified gaps in service. Such areas include truancy intervention services, and intermediate sanctions/short term consequences for youth who are noncompliant with probation but not to the level requiring a revocation, including service that target gang-involved youth and services to reduce MOR/DMC. The IOG will look at soliciting proposals around other areas identified as needed such as mental health/therapeutic interventions, mentoring/advocacy, etc.

If at any time during this agreement, savings are identified by the programs that are directly offered by DCP, the IOG partners agree to reinvest those monies into DCP infrastructure development and/or direct services to youth and families.

Denver Department of Human Services elects to: participate in surplus distribution for SFY 11-12 and does not anticipate any General Fund savings.

IX. Performance-Based Measures. The Parties hereby determine that they will attempt to meet performance measures specified by the Department of Human Services ("DHS") and elements of collaborative management as defined by rule of the State Board of Human Services, ("State Board).

The four elected outcomes are outlines in Attachment 4 to this MOU.

The IOG will create a procedure, subject to the approval of the head or director of each Party agency, to allow incentive monies received by the DHS, and allocated pursuant to Section 24-1.9-104, C.R.S. to be reinvested by the Parties to provide appropriate services to Recipients.

X. Confidentiality Compliance. Parties agree that State and Federal law concerning confidentiality shall be followed by the Parties and IOG. Any records used or developed by the IOG or its members or by the ISST that relate to a particular person are to be kept confidential and may not be released to any other person or agency, except as provided by law. The IOG will develop two Release of Information forms to be

signed by Recipients one time to better facilitate the exchange of information. One will allow for the exchange of information in a way that is HIPAA compliant. The other will cover the confidentiality needs of all other parties.

XI. Termination of MOU. The Parties acknowledge that withdrawal from this MOU of any statutorily required Party will result in the automatic termination of this Agreement and termination of the collaborative system of delivery of services developed hereunder. The withdrawing Party shall assist the other Parties to achieve an orderly dissolution of the collaborative system with as little disruption as possible in the delivery of services provided to Recipients.

A. **Withdrawal/Termination** Any Party may withdraw from this Agreement at any time by providing 30 days written notice to all other Parties.

B. **For Loss of Funds.** Any Party may withdraw from this Agreement, or modify the level of its commitment of services and resources hereunder, effective immediately, in the event of loss or reduction of resources from its funding source identified herein. Any Party withdrawing due to loss of funds will provide notice of withdrawal, in writing within 30 days.

IN WITNESS WHEREOF, the Parties hereto, through their authorized representatives have executed this Memorandum of Understanding effective for the dates written above.

THE **DENVER** COUNTY DEPARTMENT OF HUMAN SERVICES

By: _____ Date _____

Its: _____

THE **2nd** JUDICIAL DISTRICT

By: _____ Date _____

Its: _____

THE ***DENVER JUVENILE*** PROBATION DEPARTMENT

By: _____ Date _____

Its: _____

THE ***DENVER HEALTH AND HOSPITAL AUTHORITY***

By: _____ Date _____

Its: _____

THE ***DENVER PUBLIC*** SCHOOL DISTRICT

By: _____ Date _____

Its: _____

THE ***MENTAL HEALTH CENTER*** OF DENVER

By: _____ Date _____

Its: _____

ACCESS BEHAVIORAL CARE (BHO)

By: _____ Date _____

Its: _____

THE ***COMMUNITY COLLABORATIVE PARTNERSHIP CENTER*** (Family Advocacy)

By: _____ Date _____

Its: _____

THE ***DIVISION OF YOUTH CORRECTIONS***

By: _____ Date _____

Its: _____

SIGNAL BEHAVIORAL CARE NETWORK (MSO)

By: _____ Date _____

Its: _____

THE ***DOMESTIC ABUSE PROGRAM***

By: _____ Date _____

Its: _____

YOUTH REPRESENTATIVE

By: _____ Date _____

Its: _____

Attachment 1

Denver Collaborative Partnership Plan

Statement of Purpose:

Our purpose is to develop a coordinated, collaborative, synergistic and sustainable process / structure to:

- develop a coordinated treatment planning process,
- create an umbrella structure to facilitate case decisions, and
- achieve both programmatic and systemic change,

for multi-agency or multi-system, at-risk children, youth or families from birth to age 21. Our intent is to focus on the benefit to the client and the community, the efficient and effective use of human and fiscal resources and to avoid conflicting or duplicative treatment plans.

Guiding Principles:

- Always keep Denver County families, youth, children and community at the center of our work.
- Be outcome focused.
- Continually review and evaluate our work to assure the highest level of effectiveness.
- Strive to be independent of grant funding.
- Meet the needs of all partners.

Denver Collaborative Partnership Summary

The Denver Collaborative Partnership (DCP) began when Judge Karen Ashby of the Second Judicial District Denver Juvenile Courts requested that human service providers develop a process for producing integrated recommendations for the court in cases where commitment has been recommended for a juvenile. The group includes representatives from: the Division of Youth Corrections, Denver Juvenile Probation, Denver Department of Human Services, Access Behavioral Care, Child Welfare League of America, Denver Juvenile Courts, Mental Health Center of Denver, Signal Behavioral Network, Denver Health and Hospital Authority, Senate Bill 94, Family Agency Collaboration, The Colorado Chapter of Federation of Families, and Denver Public Schools. The group has been meeting for two hours twice a month since March 8th, 2004.

Members of the DCP decided that Denver County could benefit from having a standing multi-agency collaborative body. The DCP will use the values of collaboration, service integration and family-focused practices to effect policy and create projects. To this end they have been building necessary trust and relationships among members and member agencies. Throughout their work they have been "cross-training" one another; providing group members a greater understanding of the mandates, processes and day-to-day workings of each partner agency. They have also been learning about the strengths and challenges of other successful human service collaborations around the country and applying this knowledge as they develop their own collaboration. The group has spent some time building in an internal structure such as a vision statement, guiding principles, an operating agreement and a format for external reporting to help lend permanency, explicate values, and make the DCP a group that can withstand changes in individual representation.

The group will oversee the development and evaluation of individual projects addressing service integration and gaps in services to improve both the efficiency of partner agencies and overall services to children and families in Denver County. Each party recognizes that some projects may be more relevant to their individual mandates and target populations than others. The parties have agreed that everyone at the table is working towards the best interests of children and families and that the DCP is strengthened by the equal participation of each party in each project. The DCP is committed to identifying and supporting projects that assure at one point or another all parties see that their needs are being addressed.

As their first project the DCP has been working to develop an interagency protocol for creating integrated recommendations to the court. They have consulted with staff people and studied materials from other, similar models around the state. Recognizing that a "cookie-cutter" model will not be sufficient, they are working to develop a program that will be responsive to the specific needs of Denver agencies and the community. They have developed the framework of the protocol, begun the process of developing an interagency Release of Information form, and pooled resources to hire a coordinator. The Director has developed specific materials necessary for the project, conducted staff orientation and training for many of the participating organizations and conducted several staffings.

When a delinquent youth is being recommended for long-term placement or commitment their case will go before a team before it is presented in court. This is a standing team that will meet regularly in a location that makes the best allowances for the needs of the youth and family so they can be involved and also has the technology available for conference calling or other services that would allow attendance from a distance. The team will be comprised of a standing group, a professional facilitator, the youth, family when appropriate and individual staff members that have the youth on their caseload. The team will review the history of the case, treatment and former placements and review the specific incident(s) that caused the meeting to be called. They will review available options, with flexibility for creative ideas, and decided what course of action seems most appropriate for the wellbeing of the youth and the safety of the community. The goal of the team is to reach consensus but there is a procedure that allows a vote and a minority report if consensus can not be reached. A report will be produced that will be delivered to the court.

For FY 08-09, Denver will continue to develop and refine the additional staffing team called "ARCH" with the same agencies present. The ARCH staffing looks at youth that are just penetrating multiple systems/agencies and assist in appropriate case planning and community-based referrals in order to best intervene with youth earlier in their involvement. The hope is to involve resources such as Family to Family, local providers, and home-based services to meet the needs of youth and families prior to facing out-of-home placement or commitment to the Division of Youth Corrections.

The entire process (referral to report) will be handled by a facilitator/DCP Director and Administrative Coordinator. This position has been created for this process. The material and staffing costs will be shared by the participating agencies.

Integrated Court Recommendation Project Mission:

To provide the juvenile courts with an integrated recommendation for specified youth being recommended for long-term placement or commitment by developing a collaborative mechanism that involves all interested parties and assures a comprehensive overview of the case.

The goals of the project are to:

- increase youth and family understanding, participation and accountability
- increase interagency understanding and collaboration
- promote creative thinking and teamwork in case management
- develop an environment in which all aspects of case management and treatment can be viewed holistically
- produce integrated recommendations that will assist the courts and judges to make the best decisions in each case
- increase the chances of youth success by providing the most appropriate services

Project objectives and indicators:

- Clients and families are involved in all aspects of the process
 - Clients and families have a better understanding of the process (increased knowledge of how and why)
 - Clients and family feel respected and heard
 - Families are involved in developing the Family Service Plan (FSP)
 - There is a mutually agreed upon FSP by family and courts
 - Youth and family remain involved, participating in the FSP
- The program is accepted and used by the courts
 - Interagency recommendation is applied by the courts at least 90% of the time
 - Judges won't make rulings on applicable cases without input from the team
 - 100% of the judges know about the program and understand the process
- Staff involved in the process will have a good knowledge of one another's systems

- Staff have increased knowledge of other systems' resources and responsibilities
- Staff feel more comfortable collaborating, both with the team and in other situations
- Over time it becomes easier (more comfortable, quick or efficient) for the team to find mutually agreed upon recommendations and blending of funding.
- Staff understand and feel comfortable with the mechanisms of the program
 - Referrals are being made in the appropriate way within the prescribed time frame depending on their hearing dates.
 - Staff feedback has helped to improve the program

Team Decision-Making Mission:

To involve not just foster parents and caseworkers but also birth families and community members in all placement decisions to ensure a network of support for the child and the adults who care for them.

Attachment 2

OPERATING AGREEMENT FOR THE DENVER COLLABORATIVE PARTNERSHIP

PURPOSE

Statement of Purpose

Our purpose is to develop a coordinated, collaborative, synergistic and sustainable process / structure to:

- develop a coordinated treatment planning process,
- create an umbrella structure to facilitate case decisions, and
- achieve both programmatic and systemic change,

for multi-agency or multi-system, at-risk children, youth or families from birth to age 21. Our intent is to focus on the benefit to the client and the community, the efficient and effective use of human and fiscal resources, and to avoid conflicting or duplicative treatment plans.

DECISION MAKING

Consensus

The collaborative will use a consensus decision making process. Consensus is an agreement that all stakeholders can support, built by identifying and exploring all parties' interests and by assembling a package agreement which satisfies these interests to the greatest extent possible.

Voting

The collaborative will make every effort to work within a consensus process and not need to call a vote. Decisions involving the commitment of money or other resources will be formally documented.

It is recognized that when dealing with some issues, particularly those involving the allocation of money or other resources voting might be necessary. In the case that a vote is deemed necessary each agency represented gets one vote. Agencies are represented by members of the Interagency Oversight Group (IOG).

In the event consensus cannot be reached parties will:

6. Clarify the issue that will be voted on including wording and what actions will be taken if the issue passes or fails.

7. Distribute the above information via email to all members of the IOG including an announcement that the issue will be voted on at the next IOG meeting.
8. Accept absentee votes of IOG members.
 - a. IOG members who are not able to attend a meeting where a vote will occur may:
 - i. Email their vote and comments to an IOG member prior to the meeting in which the vote will be held. The vote and comments of the absentee party will be reported and recorded at the meeting.
 - ii. Send a representative to vote.
 - iii. Abstain from voting on the issue.
9. The current facilitator calls a vote at the next IOG meeting.
10. Record the reason for a vote being called, issue being voted on, count and result.

An issue passes if it receives a majority of votes, including a simple majority in the event of a quorum, in favor unless otherwise noted in the Agreement.

A quorum is one-half of the IOG members either in attendance or voting in absentee or by proxy.

Any voting of the IOG shall not compel the specific action or expenditure of any agency if that agency determines it is contrary to their mandates, contract provisions, applicable regulation or statute, availability of funds, or best interest.

Email and Phone

Decisions which must be made between meetings may be made over email or phone. It is the responsibility of the member calling for a decision to clearly state the problem, the options, the decision being requested and the deadline for feedback or a vote. It is the responsibility of the member calling for a decision to make their best effort to contact all members of the collaborative.

ROLES

Members

DCP members are any participants that have been approved and invited by the group. Members are invited to participate in discussion, work and projects. They may choose to be listed as DCP participants and join the email list.

Member should demonstrate:

1. An understanding of and commitment to the vision, values and purpose of the DCP.
2. The ability and commitment to regular attendance of meetings and full and honest engagement in the process.
3. Commitment to problem solving and decision making through a consensus model, realizing that voting is only resorted to under specific circumstances or where intractable conflict emerges.
4. The ability to represent the interests and needs of your agency or organization and the populations you serve while simultaneously viewing services to families and children on a systems-level and understanding the mandates and needs of other partner agencies or organizations.
5. An agreement to engage in an ethical manner, follow all pertinent local, state and federal laws and to act in best faith.

Inviting new members to the group

From time to time new agencies may need to be invited to the table. Any new members should be discussed and approved by the collaborative before an invitation is extended.

Orientation of new members

Orientation of new member(s) is essential to both the effectiveness and comfort level of the new member(s) and the smooth functioning of the DCP. Therefore, it is the responsibility of the member(s) who extend the invitation to orient the new member(s) and to answer any questions they may have. Orientation must be done previous to the new member(s) first meeting.

IOG Representatives

IOG representatives are selected to being the single voting representative for their agency or organization. In the event consensus cannot be reached and a vote is necessary they are expected to represent the interests of their agency or organization and the populations they serve, while working in good faith towards the goals and objectives of the collaborative.

See MOU for additional information and membership requirements for IOG Representatives.

Orienting new IOG Representatives

Whenever possible, IOG representatives should already be familiar with the structure, work and values of the DCP. When orientation is necessary it is the responsibility of the IOG representatives to assure

the new representative has all the necessary and relevant information and fully understands his or her position and role.

REPRESENTATION

Missing a meeting

It is the responsibility of the member who misses a meeting to catch up through reading the meeting notes, discussing the meeting with members who were present and/or communicating with the facilitators. Members are not obligated to spend meeting time covering something that was missed.

Substitute representatives

If a member can not attend a meeting it is their responsibility to send an informed substitute who has the ability to act in their place. Agencies that have multiple members at the table may use a regular member as their representative and do not need to send a substitute.

COMMUNICATION WITH OTHER GROUPS, INDIVIDUALS AND THE MEDIA

Accountability

The collaborative is accountable to the following:

- Denver City and County community
- Clients and their families
- The individual agencies represented and the directors of those agencies
- The state of Colorado and CDHS

Communication with other key people

Other people who are important to the work of the collaborative but do not attend regular meetings may be kept informed by receiving meeting notes, email communications or personal correspondence. All members of the collaborative will be notified as to which individuals are being included in correspondence.

Communication with outside individuals and groups

The meetings must be open to the public if a member of the public would like to attend. Any communications with other groups or the media should be approved ahead of time by the collaborative. Guests should also receive prior approval.

SUSTAINABILITY

It is the intention of the collaborative to remain a sustainable, long-term collaborative effort. The collaborative will produce structure and

products with this goal in mind. It is understood that the structure and operations of the collaborative are flexible and may change depending on conditions and needs.

COMMUNICATION GUIDELINES

I agree to use my best efforts to meaningfully participate in the Denver Collaborative and to follow the guidelines below:

1. In general, each group member should work to create an open and frank dialogue that allows for a full and respectful exploration of similar and different points of view. Thus:
 - One person at a time speaks
 - I will listen carefully and as an ally
3. In this dialogue, I will focus on the issues involved, rather than perceptions of motives, relationships and personalities.
4. It is essential that everyone have a chance to be heard and to hear others. Therefore, I agree to avoid side conversations or interruptions while someone is speaking.
5. In order to give everyone a chance to talk, participants should be sensitive about the length of comments and encourage equal participation from all group members.
6. Once an agenda has been agreed upon, it is important to adhere to it in terms of both time and topic. If it appears that an agenda should be changed, this should be done by group decision.
7. Meeting participants may have strong opinions about the items under discussion, but it is important to remain open minded about proposals, ideas, concerns, etc., while different points of view are being presented and discussed. Participants should be intentional about recognizing and facing assumptions and preconceived notions that may affect relationship building, decision making or ideas.
8. I will attempt to stay focused on the underlying concerns or interests that need to be addressed rather than on whether any particular proposal is good or bad.
9. In order to maximize the productive time available, I will also avoid repeating points that have already been adequately made.

10. Consensus does not mean unanimity, but rather, the best agreement that can be reached at this time, which each member of the group can live with and/or support.
11. Work to build a safe environment where everyone can participate fully regardless of style. Consider and respect the quieter participants.
12. To modify these guidelines as the group evolves.

Attachment 3

State Steering Committee Charter

The purpose of the Collaborative Management Program State Steering Committee is to accelerate system reform that results in improved chosen outcomes for children and their families that receive services from multiple state-funded agencies.

Such system reform shall facilitate collaborative work such as:

- Creating incentives and minimizing disincentives to collaborative work
- Information sharing and legal avenues to share confidential information
- Accessing, utilizing, and interpreting data to inform decision making
- Strategic planning for multiple stakeholders
- Developing common outcomes and performance based measures that meet the integrity of the legislation and individual community needs
- Developing capacity to deliver technical assistance
- Balancing a unified approach with a desire to maintain flexibility at the local level
- ***Family engagement and participation at the governance and operational levels is institutionalized at each CMP site.***

ATTACHMENT 4
HB1451 CMP MOU Performance Measures
FY11-12

County Name: Denver

TABLE 1: Part I - Child Welfare Common Indicators

This table includes the common Child Welfare indicators that will be tracked for the statewide evaluation.

Each CMP must select ONE of the common indicators within the Child Welfare domain to track and report on for FY11-12.

Desired Outcome	Domain	Target Population	Indicator/Measure	Selected by CMP/IOG (Y/N)	Performance Goal for FY11-12	Comments
Increase stability of children served by the CMP	CW	Youth served by our ISST(s).	Number (percent) of CMP youth with new open involvements in Trails after CMP services began.	<input type="checkbox"/>	Double-click here to enter text. Press F1 for instructions.	Double-click here to enter text. Press F1 for instructions.
Increase safety among children served by the CMP	CW	Youth served by our ISST(s).	Number (percent) of CMP youth with no substantiated abuse finding after CMP services began.	<input checked="" type="checkbox"/>	90% of CMP youth will have no substantiated abuse finding after CMP services began.	This is a new indicator this year so we are not sure of our baseline. However the statewide CFSR indicator was within this range so this is our best estimate.
Increase stability of children served by the CMP	CW	Youth served by our ISST(s).	Number of moves that CMP youth experience when in out-of-home placement.	<input type="checkbox"/>	Double-click here to enter text. Press F1 for instructions.	Double-click here to enter text. Press F1 for instructions.
Increase stability of children served by the CMP	CW	Youth served by our ISST(s).	Number (percent) of CMP youth discharged to a permanent home.	<input type="checkbox"/>	Double-click here to enter text. Press F1 for instructions.	Double-click here to enter text. Press F1 for instructions.

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TABLE 1: Part II - Juvenile Justice Common Indicators

This table includes the common Juvenile Justice indicators that will be tracked for the statewide evaluation.

Each CMP must select ONE of the common indicators within the Juvenile Justice domain to track and report on for FY11-12.

Desired Outcome	Domain	Target Population	Indicator/Measure	Selected by CMP/IOG (Y/N)	Performance Goal for FY11-12	Comments
Increase successful intervention for children with juvenile justice involvement	JJ	Youth served by our ISST(s).	Number (percent) of CMP youth who successfully complete probation and/or parole.	<input checked="" type="checkbox"/>	50% of youth staffed through the DCP ISST's will complete probation and/or parole successfully.	This is a new indicator this year so we are not certain of our baseline. However, based on Probation data this is our best estimate.
Increase successful intervention for children with juvenile justice involvement	JJ	Youth served by our ISST(s).	Number (percent) of revocations by technical violations where case resulted in unsuccessful termination among CMP youth.	<input type="checkbox"/>	Double-click here to enter text. Press F1 for instructions.	Double-click here to enter text. Press F1 for instructions.
Decrease further penetration into the juvenile justice system	JJ	Youth served by our ISST(s).	Number (percent) of CMP youth who recidivate, resulting in unsuccessful completion of probation and/or parole.	<input type="checkbox"/>	Double-click here to enter text. Press F1 for instructions.	Double-click here to enter text. Press F1 for instructions.

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TABLE 2: Primary Indicators

For incentive purposes, you must choose a single performance goal for each domain. Use this table to describe the four indicators (one in each domain) that reflect the primary focus of your CMP efforts. Your common indicators *may* be included in this list, but they are not required to be.

Desired Outcome	Domain	Target Population	Indicator/ Performance Goal	Data Source(s)	Baseline (if applicable)	Comments
Increase safety among children served by the CMP.	CW	Youth served by ISST's.	90% of CMP youth will have no substantiated abuse finding after CMP services began.	DDHS/Trails/ARD	This is a new indicator this year so we are not certain of our baseline. However, based on Probation data this is our best estimate.	This is the first year measuring this outcome.
Increase successful intervention for children with juvenile justice involvement.	JJ	Youth served by DCP ISST's	50% of youth staffed through the DCP ISST's will complete probation and/or parole successfully.	Probation/DYC	This is a new indicator this year so we are not certain of our baseline. However, based on Probation and Parole data this is our best estimate.	This is the first year measuring this outcome.
Increase students likelihood to graduate.	ED	Youth served by DCP ISST's	Youth staffed through DCP ISST's will increase by 2 % their "On Track to Graduate" rate in DPS for school year 11-12.	DPS student data systems: Infinite Campus, ABC Stoplight Reports	We do not have a baseline at this time but can present the FY 10-11 data alongside this outcome when reporting.	This is the first year measuring this outcome.

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TABLE 2: Primary Indicators

For incentive purposes, you must choose a single performance goal for each domain. Use this table to describe the four indicators (one in each domain) that reflect the primary focus of your CMP efforts. Your common indicators *may* be included in this list, but they are not required to be.

Desired Outcome	Domain	Target Population	Indicator/ Performance Goal	Data Source(s)	Baseline (if applicable)	Comments
Improved connections to mental health services.	HMH	Youth served by DCP ISST's.	83% of youth staffed through DCP will receive follow-up case management for referrals to mental health services in the community if recommended.	DCP database	We have a similar outcome this FY, and do not have the end-of-year outcome so this is our best guess.	Double-click here to enter text. Press F1 for instructions.

Note: Your IOG may elect to measure either or both of the common indicators you selected for the Statewide Evaluation (Table 1 above) as primary indicators in the CW and JJ domains as well, or you may propose different indicators.